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## REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

QUARTERLY REPORT: July - September 2012



**Photo: Local TV Journalist in Sar-e-pul Interviews Canal Cleaning Project labors. - September 19, 2012**

**OCTOBER 30, 2012**

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## Abbreviations & Terms

CLIN	Contract Line Item Number
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
DAI	Development Alternatives, Incorporated
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
FAF	Foreign Assistance Framework
GDMA	General Directorate of Municipal Affairs
GIRoA	Government of the Islamic Republic of Afghanistan
IDLG	Independent Directorate of Local Governance
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
MOU	Memorandum of Understanding
MTL	Municipal Team Leader
NGO	Non-Governmental Organization
PAAG	Public Administration Advisory Group
PBB	Performance Based Budgeting
PBT	Project-Based Training
PIT	Performance Indicator Table
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations (USAID program)
RC (E,W,N,S)	ISAF Regional Command East, West, North, South
SDAG	Service Delivery Advisory Group
SOP	Standard Operating Procedures
SOW	Scope of Work
TA	Technical Assistance
TAMIS	Technical Assistance Management Information System
TOR	Terms of Reference
ToT	Training of trainers
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government

### Terms

<i>Gozar</i>	Neighborhood
<i>Kalantar / Wakil</i>	Nahya or gozar representative
<i>Moustoufiat</i>	The provincial-level branch of the Ministry of Finance
<i>Nahya</i>	Municipal District
<i>Qaryadars</i>	Village leaders
<i>Safayi</i>	Service charge and property tax
<i>Tashkeel</i>	Administrative structure of a GIRoA entity
<i>Zarang</i>	Three-wheeled motorized vehicle



## RAMP UP North Overview

Regional Afghan Municipalities Program for Urban Populations for Regional Command North (RAMP UP North) is working to create effective, responsive, democratic, transparent and accountable municipal governance in the nine provinces comprising the International Security Assistance Force's (ISAF's) Regional Command North.

RAMP UP North will: 1) increase the capacity of the Government of the Islamic Republic of Afghanistan (GIROA) municipal officials, 2) markedly improve the delivery of municipal services to citizens in target municipalities, and 3) increase municipal capacity to enable, support, and sustain economic growth.

As a result of RAMP UP North, Afghans citizens will receive better services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process and see local governance structures as legitimate.

RAMP UP North is operating in the following provincial municipalities: Aybak, Samangan; Faizabad, Badakhshan; Kunduz, Kunduz; Maymana, Faryab; Mazar-e-Sharif, Balkh; Pul-e-Khumri, Baghlan; Sar-e-Pul, Sar-e-Pul; Sheberghan, Jawzjan; and Taloqan, Takhar.

## Executive Summary

RAMP UP North Embedded Advisors (EAs) continued to support municipalities through project planning and implementation. RAMP UP North also provided capacity building not only through the projects, but also through workshops and trainings held throughout the quarter.

All nine Round One (R1) projects were completed during this quarter and plans were underway to hand them over the municipalities. Six municipalities were actively implementing Round Two (R2) projects; and by the end of the quarter, municipal officials and SDAG members were well into planning Round Three (R3) and Round Four (R4) projects.

RAMP UP North held several training sessions including two regional Project Management workshops for municipal officials and citizen representatives from all nine municipalities. Participants developed Service Delivery Improvement Plans (SDIPs) for their proposed Round Three projects.

In addition to participating in the Project Management workshops, EAs also attended a Training of Trainers (ToT) workshop on Fraud Awareness and a Gender Mainstreaming Workshop. Subsequently, advisors organized Fraud Awareness training workshops for officials in all nine municipalities with seven municipalities also conducting a second round of Fraud Awareness workshops, and a Gender Mainstreaming workshop in Mazar-e-Sharif, with the remaining eight workshops held in early October.

The RAMP UP North team conducted assessments in all nine municipalities on the feasibility of implementing One-Stop-Shops or Citizen Service Centers. They also developed sustainability survey tools and scheduled visits to all nine provinces in October.



***The Mayor of Kunduz lays the foundation stone for the Park Improvement project during the kickoff ceremony for R2. – August 6, 2012***



***Gender Mainstreaming Training in Mazar-e-Sharif Municipality – September. 26, 2012***



***Participants engage in an exercise at the Project Management Regional Workshop. – July 3, 2012***

## Programming Activities / Capacity Building

*RAMP UP North uses the sustainable service projects it implements to not only improve livelihoods and to link community to government but also to provide technical assistance through real-world tasks that form the foundation of lasting capacity building. Capacity building also includes consultations with municipalities and citizen groups as well as regional workshops conferences.*

### Technical Assistance (TA)

*RAMP UP North provides support to municipalities through experience-based, on-the-job training, coaching and mentoring around key governance functions.*

RAMP UP North Embedded Advisors (EAs) provided technical assistance on business registration and licensing, working with municipalities to design mechanisms for collecting taxes from businesses that had not yet paid registration fees at the banks. EAs held the following meetings with municipal officials in order to discuss various modes of communication and enforcement options for business licensing: Taloqan, July 9; Faizabad, July 2, 3 and 8 and August 12, 27, 29; Pul-e-Khumri, July 3, 25 and August 5, 27; and Aybak, July 9 and 31. As a result of the meetings municipal officials have engaged with their communities to raise awareness on the importance of business registration taxes.

- The Mayor of Faizabad developed a television advertisement about paying business registration taxes.
- The Taloqan municipality issued announcements to local media about the requirement to pay these taxes.

EAs in Pul-e-Khumri coordinated a meeting with the Association of Craftsmen on July 29, to raise awareness about business registration fees. While in Faizabad, municipal officials organized a meeting on July 31, with local business owners to discuss business licensing. Also in Faizabad, EAs continued to train municipal counterparts on the new business registration and licensing system, July 3 and 29.

RAMP UP North EAs provided technical assistance to municipal officials on the implementation of Round Two projects. In August, advisors in Sar-e-Pul, Aybak, Kunduz, Sheberghan, Maymana and Taloqan worked with municipal officials to organize and hold kick-off meetings to begin the project implementation phase. The kickoff meeting for the Taloqan **Park Improvement** project was held Sept. 30.

EAs also provided technical assistance to municipal officials and SDAG members on the procurement and implementation of the Round Two selection and feasibility check of the Round Three projects. They also provided focused support to ensure that stakeholders clearly understood the work expected of the contractor and the roles and responsibilities of all stakeholders during the implementation process.

### Consultations

*RAMP UP North Advisors regularly meet with municipal officials to discuss on-going activities and projects, share information, and provide or obtain advice to ensure strong and active coordination with the municipality.*

EAs worked with municipal counterparts in the Accounts, Revenue and Property Departments to complete an assessment of the municipal accounting system from July 23-26. This assessment was developed to measure when municipalities have fulfilled GDMA requirements for a functioning accounting system. Results from this assessment will form the platform for RAMP UP North



**RAMP UP North advisors consult with Kunduz Municipal Officials on the design and BoQ for the R3 project. – July 30, 2012**



**Mazar-e-Sharif SDAG member and Municipal Officials discuss R2 projects. – July 3, 2012**



**RAMP UP North advisors consult with the Mayor of Pul-e-Khumri on the continued use of R1 project equipment. August 27, 2012**



as it prepares capacity building support plans for municipal budget execution and accounting.

Advisors in Sheberghan, Sar-e-Pul, Mazar-e-Sharif and Aybak continued to engage with municipal officials to collect the information requested by GDMA for municipal websites. A complete draft of this information from all nine municipalities was compiled on July 16 and was submitted to GDMA.

RAMP UP North advisors also consulted with municipal officials and other government representatives to collect information for the Municipal Economic Profiles and by July 31, eight municipalities (Maymana, Sheberghan, Mazar-e-Sharif, Aybak, Pul-e-Khumri, Kunduz, Taloqan and Faizabad) had submitted completed drafts for review.

In August, with support from the RAMP UP North Technical Program Team (TPT), EAs worked with municipal officials in all nine municipalities to conduct a readiness assessment for establishing One-Stop-Shops, or Citizen Service Centers, in municipal offices in order to streamline functions. The assessment focused on the types of services that could be provided by the proposed centers, as well as available space, staffing and other requirements. The results of the assessment, determined that five (Aybak, Maymana, Pule-Khumri, Sheberghan and Taloqan) municipalities meet the criteria for establishing the centers.

RAMP UP advisors also provided regular consultation to municipal officials, SDAG members and business *kalanter*s on various topics including: acceleration of the business registration process; Round Two project implementation; and selection of Round Three and Round Four projects.

### Regional Workshops/Conferences

*RAMP UP North regularly holds interactive training events to demonstrate the application of specific competencies and skills. These intensive training sessions provide the foundation for the regular and on-going technical assistance provided by RAMP UP North advisors.*

RAMP UP North held two Regional Workshops in July on Project Management. The aim was to provide functional, practical training on all stages of the project management cycle. Municipal officials and SDAG members were invited to participate in the workshop, which was held for representatives from Aybak, Kunduz, Sheberghan, Sar-e-Pul and Maymana from July 3-4, and for representatives from Faizabad, Mazar-e-Sharif, Pul-e-Khumri and Taloqan on July 9-10.

Project Management Workshop participants received training on four phases of project management: project definition, project planning, project execution and control, and project closeout. As a result of the training, municipal officials and citizen representatives drafted their Service Delivery Improvement Plans (SDIP) and monitoring plans for their proposed Round Three projects.

RAMP UP North EAs Advisors participated in a ToT session on Fraud Awareness in the Mazar-e-Sharif regional office from August 6-8. They then began organizing workshops to deliver the training to municipal officials beginning on August 15. By August 30, all municipalities had organized at least one round of training for municipal officials, and by the end of September seven municipalities (Aybak, Faizabad, Kunduz, Sheberghan, Pul-e-Khumri, Sar-e-Pul and Taloqan) also organized a second training session for officials that had missed the first round. Feedback from municipal officials following the training was strongly positive, with most officials saying that increased knowledge about what actions constitute fraud can help prevent corruption in the municipality.



**RAMP UP North advisors coordinate with the Private Sector in Faizabad. – August 28, 2012**



**RAMP UP North advisors and staff participate in a Gender Mainstreaming Workshop at the RAMP UP North Regional Office in Mazar-e-Sharif. - August 2012**



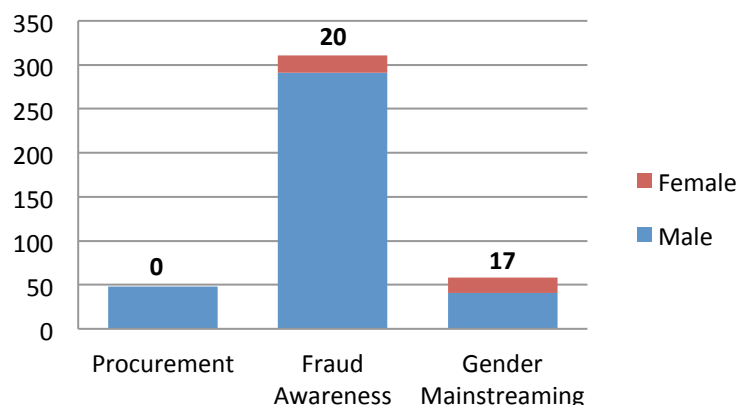
**RAMP UP North staff are trained on fraud awareness. – August 6, 2012**



Public Administration Advisors from all nine municipalities participated in a Gender Mainstreaming ToT Workshop on Sept. 4-5 at the RAMP UP North Regional Office in Mazar-e-Sharif. The purpose for this ToT was to enable the new trainers to deliver Gender Mainstreaming Workshops to municipal officials in each of their municipalities.

Following the Gender Mainstreaming ToT, the RAMP UP North team in Mazar-e-sharif Municipality conducted a gender mainstreaming workshop, Sept. 26. The training was attended by municipal officials and staff from each of the 10 Districts of the municipality. Topics such as gender in the Afghanistan Constitution, Afghanistan National Development Strategy and National Action Plan for Women of Afghanistan were discussed. Gender workshops will be held in the other 8 municipalities at the beginning of October.

## Municipal Officials' Training



## Sustainable Service Delivery Improvement Projects (SSDIPs)

RAMP UP North's activities promote sustainable service delivery by providing seed money to support small-scale, Sustainable Service Delivery Improvement Projects (SSDIPs). These subprojects provide a platform for the delivery of iterative, project-based functional training related to key municipal functions and responsibilities, such as project management, procurement, budget preparation, and revenue generation.

All Round One (R1) projects were substantially-completed and six of the nine were officially handed over to municipalities. By the end of the quarter, plans were underway to handover the remaining three projects and to close-out all R1 projects in October.

Round Two (R2) projects, continued to be developed with five project Request for Proposals (RFPs) opened and evaluated. By the end of July, six project contracts (Aybak, Kunduz, Maymana, Sar-e-Pul, Sheberghan and Taloqan) were approved to begin implementation in early August. Two additional bids were held in early August. EAs worked with municipalities and citizens to monitor construction progress on R2 projects to ensure stakeholders will be satisfied with the completed work.

Round Three (R3) projects progressed at various rates during the quarter: some municipalities were performing feasibility checks; some were working on proposals; some were working on legal issues related to the project site; and some had issued concepts to the COR for approval.

Following the completion of the Service Delivery Improvement Plans (SDIPs) in July, advisors worked to develop R3 project concepts. RAMP UP North engineers also began developing designs and bills of quantity (BoQs) while EAs worked closely with SDAGs to finalize R3 proposed project lists and to subject the proposed projects to feasibility checks.

A number of projects identified feasibility issues and have been managing these potential problems. RAMP UP North advisors are using discussions on project selection with municipal officials as an additional method of reinforcing concepts of project feasibility and sustainability.

### Round One (R1) Project Highlights

- The Mazar-e-Sharif District 5 **Trash Collection** project will be closed-out in early October. It is anticipated that the Sheberghan **Trash Bin Installation** project and the Maymana **Park Improvement** project will also be closed-out in October.



**Laborers contracted by the Kunduz Municipality continue to collect trash during a RAMP UPI North monitoring visit to check on the first round trash collection project's sustainability.- July 4, 2012**



**Municipal Engineers and RAMP UP North advisors monitor the Kunduz Park Improvement project. – September 3, 2012**

- The RAMP UP North teams in Faizabad, Taloqan and Kunduz facilitated official handover and close out ceremonies. The ceremonies in Taloqan and Faizabad occurred on September 26 and in Kunduz on September 27. In Kunduz, the 12 *zarangs* used in the **Trash Collection** project were handed over to the Mayor by RAMP UP North program officials. There were 28 people at the ceremony including municipal officials, SDAG members and four media representatives including a journalist from Al Jazeera International News Agency. The other three journalists were from local TV and Radio stations for Kunduz.
- In Faizabad, the close-out ceremony was held on Sept. 26, with 17 people participating including municipal officials, SDAG members (4 female) and journalists. The Trash Collection project was handed over to the Mayor in the presence of all the participants. In Taloqan 21 people participated in the close out including nine municipal officials and 12 SDAG members including one female.
- The Maymana Women's Park Project, was completed and a final inspection of the construction work was held on August 7. Advisors in Maymana also coordinated closely with the Maymana Municipality on starting construction on the municipal contribution to the project – the boundary wall for the park and public latrines. By the end of August, the municipality was finalizing the contracting process for the construction work on the boundary wall.

## Round Two (R2) Project Highlights

- In August, six projects began implementation with the other three reaching the final procurement stages with bid openings and evaluations held for Faizabad on August 7-8, and Mazar-e-Sharif on August 6 and 9.
- In July, RAMP UP North advisors in Faizabad engaged a number of municipal and government representatives to identify a new site for the proposed **Latrine Construction** project, revising their project concept to reflect the new location.
- In Mazar-e-Sharif Municipality, with the technical support from RAMP UP North, Municipal District 3 officials held a meeting with District 3 *kalanter*s regarding coordination of the **Trash Collection** project. The initial clean-up and the distribution of flyers to raise the awareness of the project with District 3 residents were also discussed. The project in Mazar-e-Sharif is supposed to officially start in mid-October.
- The kickoff meeting for the implementation of Taloqan **Family Park Construction** was held on Sept. 30, with the Mayor, municipal officials, SDAG members, media and contractor in attendance.

## Round Three (R3) Project Highlights

- As part of the Project Management Regional Workshops held in July, municipal officials and SDAG members from all nine municipalities drafted initial Service Delivery Improvement Plans (SDIPs) for proposed projects. As a result of these workshops, advisors revised the SDIPs and finalized. Based on these finalized SDIPs, RAMP UP North engineers worked on developing designs and Bills of Quantities (BOQs) for the R3 projects and by the end of July had completed drafts for Aybak, Sheberghan and Kunduz.
- In September, the RAMP UP North team in Kunduz worked on the project proposal and submittals of the **Drainage System Reconstruction** project.
- Late in the quarter, the Sar-e-Pul, RAMP UP North team began working on the feasibility check list for R3 projects. In Mazar-e-Sharif, District 8 officials led a Project Beneficiary Group (PBG) meeting where officials and community members discussed the design of **Bukhdi Park Improvement** project.
- In Maymana, the RAMP UP North team and municipal officials worked with the Governor to discuss the land dispute of the Bus Terminal



**Local zaranj modified to serve as a trash collection vehicle for Mazar-e Sharif.**  
– August 2012



**Maymana Public Latrine Project site visit.**  
– August 2012



**Pul-e-Khumri Mayor during the Park Construction project ground breaking ceremony.**  
– Sept. 30, 2012



**Work continued on the R2 Wheat & Flour Market Improvement project in Sar-e-Pul.**  
– August 13, 2012



project site. The Governor committed to finalizing the issue during the upcoming Provincial Development Committee meeting.

- In Pul-e-Khumri, issues with the proposed site of a public latrine for the market led the municipality to change their proposed project concept to their alternate site, which was identified with input from the SDAG.
- Sar-e-Pul, which had previously proposed a market in a location that had feasibility issues, is also re-evaluating the selection of their R3 project.

## Functional / Project Based Training

RAMP UP North advisors continued this month to use the service delivery improvement projects as a way to train municipal officials in key areas including project definition, monitoring, and procurement, public outreach and public works. RAMP UP North advisors provided training on the project selection process as part of SDAG meetings to select R3 project priorities in Taloqan on July 2 and Mazar-e-Sharif on July 3. Functional training on bidder eligibility and qualifications was also provided to observing municipal officials and citizens during five bid openings and evaluations held this month for R2 projects in Aybak (July 10-11), Sar-e-Pul (July 16), Sheberghan (July 12), Taloqan (July 1-2), and Maymana (July 25-26).

As part of the implementation of the R1 project in Maymana, RAMP UP North advisors engaged citizens and municipal officials in onsite monitoring of construction on the women's Park Improvement Project on July 3 and 17, building capacity in how to control the implementation of public works projects. In Aybak, RAMP UP North advisors engaged an SDAG member with participating in the site survey for the R3 project. In Sar-e-Pul RAMP UP North advisors trained municipal officials on how to develop a municipal newsletter to communicate about on-going municipal projects.

Advisors continued to provide functional training to municipal officials as part of the ongoing development and implementation of projects. Functional training on the procurement process, specifically on bidder eligibility and qualifications, was provided to municipal officials as part of the bid openings and evaluations in Pul-e-Khumri on August 7 and Mazar-e-Sharif on August 6 and 9. RAMP UP North advisors also engaged municipal officials in beginning to monitor project implementation in Aybak and Pul-e-Khumri.

The following table shows the progress of RAMP UP North projects as of October 31, 2012:

### RAMP UP North Project Progress

Municipality	Project Name	Project Round	% Complete	Comments
Aybak	Central Park Improvement	R1	100%	
	Grain Market Public Latrine Construction and City Park Public Latrine Renovation	R2	25%	Quality improved after PO Inspection
	Football Stadium	R3	-	SDAG meeting Sept. 26 to prioritize projects for R3
	TBD	R4	-	SDAG meeting Sept. 26 to prioritize projects for R4
Faizabad	Trash Collection	R1	100%	Complete and move to closed upon receipt of documents
	Latrine Construction	R2	-	Notice to Proceed (NTP) issued and subcontractor to begin Sept. 25
	Park Improvement & Parking Lot Construction	R3	-	Concept approved by COR. Proposal being generated
	TBD	R4	-	SDAG meeting Sept. 27 to prioritize R4 projects
Kunduz	Trash Collection	R1	100%	Complete and move to closed upon receipt of documents
	City Park Improvement	R2	40%	Quality improved after PO Inspection but behind schedule
	Drainage System Reconstruction	R3	-	Concept approved by COR. Proposal being generated
	TBD	R4	-	SDAG meeting Sept. 27 to prioritize R4 projects
Maymana	Women's Park Rehabilitation	R1	100%	Warranty period complete. Final check and review Sept. 27
	Public Latrine Construction	R2	15%	Subcontractor instructed to implement recovery plan to bring project back on schedule



**RAMP UP North advisors meet with the Maymana Transportation Department on the design of the proposed Round Three Bus Terminal project. – July 9, 2012**



**Aybak Public Latrine Construction Project Inauguration. - September 2012**

	Bus Terminal	R3	-	Municipal Team Leader to confirm if this sub project will proceed.
	TBD	R4	-	SDAG meeting Sept. 25 to prioritize projects for R4
Mazar-e-Sharif	Trash Collection	R1	100%	Complete and move to closed upon receipt of documents
	Trash Collection, District 3	R2	-	Planned start date, Oct. 2.
	Bukhdi Park Construction, District 8	R3	-	Concept reviewed and issued to M&E for verification of citizen/gender numbers
	TBD	R4	-	SDAG meeting to be scheduled
Pul-e-Khumri	Trash Collection	R1	100%	Complete and move to closed upon receipt of documents
	Family Park Construction	R2	-	Vetting approval received, preconference meeting complete. NTP issued to start Nov. 1
	Public Latrine	R3	-	Current location may change
	TBD	R4	-	SDAG meeting to be scheduled
Sar-e-Pul	Central Park Rehabilitation	R1	100%	Complete and move to closed upon receipt of documents
	City Market Improvement	R2	20%	Work progress accelerated after meeting with PO
	Trash Collection	R3	-	MTL to confirm if this sub project will proceed (Compliments PFAP)
	TBD	R4	-	SDAG meeting to be scheduled
Sheberghan	Trash Collection	R1	100%	Complete and move to closed upon receipt of documents
	Latrine Construction	R2	48%	On schedule
	Park Improvement & Sports Area Construction	R3	-	Concept submitted to COR, Sept. 20
	TBD	R4	-	SDAG meeting Sept. 24 to prioritize R4 projects
Taloqan	Trash Collection	R1	100%	Complete and move to closed upon receipt of documents
	City Park Improvement	R2	25%	Work behind schedule, working with contractor to develop a recovery plan
	Parking Lot Construction	R3	-	Concept submitted to COR, Sept. 24
	TBD	R4	-	SDAG meeting Sept. 26 to prioritize R4 projects

## Economic Development / Revenue Enhancement

*Economic development and revenue generation are essential to improved and sustained service delivery, increased citizen satisfaction, and the creation of a municipal environment and infrastructure that can support economic growth and development. Activities supporting this priority include the development of economic development plans, the deployment of business and property registration software, and the implementation of revenue generation plans in all municipalities; doing so collaboratively with ASGP in those municipalities where this program is also an implementing partner.*

RAMP UP North is assisting five municipalities (Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul, and Taloqan) in expanding their revenue base through business registration. By the end of July, all municipalities but Sar-e-Pul, had completed printing tax bills and had transitioned to investigating options for increasing the rate of business owners who are paying their taxes at the bank. Sar-e-Pul completed printing tax bills in August.

RAMP UP North advisors are using different methods including business kalanters meetings, media campaigns and other public outreach methods to accelerate the distribution of licenses.

It is anticipated that Aybak will dramatically increase their revenue from tax bills, as at the beginning of October as many businesses have received their tax bills and are making their payments to the bank in order to receive their licenses. Details on business registration and licensing, including a comparison with the previous year, are listed in the table below:

### Business Registration and Licensing

Survey Start Date	Municipality	Unregistered Businesses	Licenses Issued July- Sep 2012	% Licenses Issued
3/11/12	Aybak	529	110	20.79%
3/12/12	Faizabad	1,222	571	46.72%
3/14/12	Pul-e-Khumri	536	569	106.15%
3/13/12	Sar-e-Pul	371	27	7.27%
3/15/12	Taloqan	2,910	575	19.75%
TOTAL		5,568	1,852	40.14%



**RAMP UP North staff provide technical assistance to the Faizabad Municipal Collection Officer on the process for business licensing. – July 3, 2012**



## Cross-Cutting Activities

### Coordination Meetings

Coordination with municipal officials, USAID representatives, community leaders and members and other program implementers is critical to the success of RAMP UP North's activities. Each week RAMP UP North Municipal team leaders make it a priority to update regionally based USAID representatives on program activities in their areas.

### Citizen Surveys

RAMP UP North actively encourages municipalities to strengthen their relationship with the community through obtaining and responding to community feedback on municipal services and projects. RAMP UP North provides training and technical support to municipal officials in designing, implementing, analyzing and responding to citizen feedback obtained through regular surveys and other feedback mechanisms.

Pre-project surveys for the second round projects were completed in Pul-e-Khumri by July 2 and in Faizabad by September 30. Also in August, EAs in Mazar-e-Sharif began a pre-project survey for their R2 project and submitted it for review in September, expecting to complete all activities for the survey in early October.

### Women's Participation in Municipal Decision Making

RAMP UP North provides support to the government's efforts to address existing gender inequities in public engagement and access to municipal decision-making. RAMP UP North encourages women's participation in municipal affairs through training and technical assistance, supporting women's engagement in the Service Delivery Advisory Groups and also through the development and implementation of Municipal Gender Mainstreaming Plans.

On July 17, RAMP UP North organized a one day internal Gender Awareness Training for Embedded Advisors at the Mazar-e-Sharif Regional Office. The training was designed to be a participatory discussion of general principles of gender, as well as role play exercises and discussions on the importance of considering gender in municipal and government work. The training was designed as an introduction to the concept, which will be followed up with training on gender mainstreaming in August.

### Public Outreach and Citizen Awareness

Community engagement and citizen participation are critical components to creating the community and stakeholder ownership necessary to increase municipal revenues, sustain municipal services, and expand economic growth. RAMP UP North is supporting municipal engagement with citizen groups throughout all project phases (selection, development, monitoring, communications, operations and maintenance, and closeout). This engagement is also a requirement for all SSDIPs.

In July, RAMP UP North advisors organized two SDAG meetings to select R3 project priorities in Taloqan and Mazar-e-Sharif. In addition, following the Project Management Regional Workshop where SDAG representatives and municipal officials drafted the SDIP for the R3 projects, RAMP UP North advisors in all nine municipalities engaged with all SDAG members in revising and finalizing the SDIPs.



**RAMP UP North advisors continue to conduct pre-project surveys for R2 projects in Mazar-e-Sharif. – August 29, 2012**



**Selection of Round Four Projects in Taloqan by the SDAG. – September 26, 2012**



**RAMP UP North advisors meet with SDAG and PAAG to review the Kunduz Trash Collection project. – August 2012**

EAs focused on anti-corruption training as part of crosscutting issues, which began with a Fraud Awareness ToT on August 6-8, followed by individual municipal workshops on fraud awareness held from August 15-30.

RAMP UP North embedded advisors also coordinated with members of the SDAG to monitor the ongoing implementation progress of the second round projects in Sheberghan on September 4 and in Maymana on September 18.

### Sar-e-Pul Post-Flood Assistance Project

*In May 2012, torrential rain triggered flash flooding in Sar-e-Pul, a municipality of approximately 70,000 residents. These flash floods killed 22 people, left thousands homeless and sheltered in mosques and schools, and destroyed or damaged municipal infrastructure, including the municipality's main flood protection retaining wall. As a result of the wall being breached, flood water destroyed numerous homes, collapsed one pedestrian bridge, damaged approximately six kilometers of roadway and related culverts and drainage ditches, and substantially damaged the approaches to a vehicular bridge.*

*With the support of USAID, RAMP UP North met with the Sar-e-Pul Mayor to conduct a rapid assessment of the flood damage and determined that the program had the appropriate technical capacity to respond. USAID provided \$1,119,500 for post-flood projects including canal cleaning and rehabilitation, foot bridge, canal retaining wall and vehicle bridge.*

In July, RAMP UP North hired additional staff in Sar-e-Pul and began an innovative collaboration with the Department of Rural Rehabilitation and Development (DRRD), which is responsible for designing small-scale bridges and overseeing construction throughout the province. DRRD agreed to provide designs for two bridges (a footbridge and a vehicle bridge) and to collaborate with RAMP UP North on implementation and technical oversight of construction, while RAMP UP North will fund and manage the bridge projects. DRRD conducted initial site surveys for the bridges on July 15 and 18. DRRD and RAMP UP North began weekly coordination meetings to ensure clear roles and responsibilities throughout the duration of the project.

DRRD completed the technical designs and specifications for the vehicle bridge in August. RAMP UP North's Project Office then reviewed them and developed documentation for the design and construction of: Road and Culverts Rehabilitation; Footbridge; and Flood Protection Wall. These documents were all completed, and the RFPs released on August 16.

On Sept. 16, the bid opening and bid evaluation for the **Footpath Bridge** and **Protection Wall** was conducted in the RAMP UP North regional office, and was attended by the Procurement Manager of Sar-e-Pul municipality along with the RAMP UP North Municipal Team Leader. After careful bid evaluation the **Footpath Bridge** and **Protection Wall** projects were awarded.

The **Canal Cleaning** project was developed in July. The bid opening and evaluations were held August 6, and the pre-construction meeting was held with the contractor and the municipality on August 28. The opening ceremony was conducted by the Sar-e-Pul RAMP UP North team, Sept. 16. The event was attended by 20 people including the Mayor, PAAG and SDAG members, Director of Economy, CSO and Women-for-Women. The ceremony was covered by local television media (RTA, Ariana).

The Canal Cleaning project was implemented using unskilled workers selected by the municipality from among the community affected by the flood. As of the end of the quarter, workers had cleared all of the canals in Sar-e-Pul City's District 1 and District 2.



**RAMP UP North Regional Engineer, Projects Manager and Project Management Capacity Building Advisor visited Sar-e-Pul to view the proposed road rehabilitation site.**  
– August 1, 2012



**RAMP UP North advisors coordinate with the Sar-e-Pul Municipality during a site visit of the R2 project site.** – August 25, 2012



**Photo: Local TV Journalist in Sar-e-pul interviews Canal Cleaning Project labors.**  
- September 19, 2012

All of the post-flood assistance projects were carefully monitored by the RAMP UP North provincial and regional teams. As a result, it was discovered that the masonry wall for the flood protection was not being constructed according to the project design; thus, the contractor was advised to demolish and reconstruct the wall.

RAMP UP North advisors also helped municipal officials prepare a public outreach campaign on post-flood projects and to develop a draft communication strategy for the canal cleaning project and overall municipal efforts and responsibilities. RAMP UP North advisors have also begun working with municipal officials to develop a municipal newsletter to update citizens on municipal activities.

## Challenges

RAMP UP North advisors held training on two topics expected to be potentially contentious issues in the municipality: fraud awareness and gender issues. After holding both workshops, advisors were pleased to find positive responses from municipal officials who participated in the trainings, many of whom were grateful that gender training and anti-corruption training were being held for the first time in their municipalities. The process of preparing and holding the training generated a number of interesting lessons learned for future trainings:

- Anti-corruption training was most effective when held in close coordination with municipal officials. RAMP UP North advisors discussed the training with their respective Mayors, who then appointed a municipal focal point for the training. RAMP UP North advisors prepared to deliver the training in conjunction with this focal point, and reported that this method of holding workshops was particularly effective.
- Gender training was another potentially sensitive issue, however municipal officials responded positively to the workshops that were held, and showed a great deal of interest in learning about gender. RAMP UP North advisors found that it was important to have the training conducted by a team of both a man and a woman, who could encourage participation from both genders during the workshop activities. Gender training also went well when women's participation rates were higher, which allowed women to express their views and opinions on municipal affairs and engagement.

RAMP UP North recognized the system they had in place to bring projects to the approval stage was too cumbersome and time consuming hence a one page concept approach was adopted. The impact of this was to reduce the time from concept to proposal approval and provided a better service to the municipalities.

Most of the projects included a contribution from the municipalities however RAMP UP North learned that incorporating a contribution of materials like gravel, sand and cement was unworkable. For example one municipality was unable to provide the required quality, quantity and make delivery on time. RAMP UP North worked closely with the municipality and the contractor to resolve these issues.

Despite working closely with SDAGs and Municipalities, the issue of disputed land ownership put the one project temporarily on-hold. The proposed **Grain Market Public Latrine** site in Aybak was disputed by a local citizen. RAMP UP North worked closely with municipal officials to resolve the dispute before continuing work on the project.

Another challenge that arose this quarter, was the lack of coordination between Provincial Governors and Municipal Mayors. For example, in Aybak, RAMP UP North were working closely with the municipality on their proposed **Football Stadium** project. The project concept was well into development with

RAMP UP Engineers drafting designs for the stadium when, much to the surprise of the Mayor, the Governor announced that the project would be implemented by another organization. Aybak Municipality and SDAG met to select an alter project.



## RAMP UP North Performance Data

*RAMP UP North seeks to measure its progress through quantitative “outputs”; overall program evaluation against a baseline survey; and through qualitative “field monitoring missions” conducted throughout its areas of operation. The approved Performance Management Plan (PMP) gives detailed information.*

### Performance Indicators

RAMP UP North’s activities and impact are tracked through: three Impact Indicators (Project Objectives); and three Intermediate Results (12 indicators) and four cross-cutting reporting indicators which support US Foreign Assistance Framework (FAF) program elements under Strategic Goal Number 2 – Governing Justly and Democratically.

Depending on the indicator, results are reported on a quarterly or annual basis, as noted in the Performance Indicator Table (PIT). There are 14 quarterly indicators and four annual indicators. The Performance Indicator Table (PIT), presents cumulative results including the reporting period as charted against “targets” by Fiscal Year.

RAMP UP North activities are broken into three components, each labeled as a distinct Contract Line Item Number (CLIN): *CLIN 1 - Capacity Building of the GIRoA officials at the municipal level; CLIN 2 - Support to the GIRoA to provide responsive, effective, and visible municipal service delivery programs; and CLIN 3 - Support to the GIRoA to improve economic development and revenue generation at the Municipal level:*

The CLIN structure can be understood as three overlapping Intermediate Results (IRs) that measure how effective RAMP UP North is in partnering with various municipal government and community stakeholders to contribute to increased legitimacy of GIRoA partners.

### Impact Evaluation

Output indicators by themselves are not a basis for rigorous performance measurement; RAMP UP North also conducts sustainability surveys and citizen satisfaction surveys. This serves to not only measure program effectiveness, but also the perception of effectiveness. In turn, this information gives RAMP UP North management and Municipal officials information to make better-informed decisions about their work. It also helps to provide USAID a clearer picture of RAMP UP North’s outcomes and impacts over the life of the project.

RAMP UP North conducted a baseline survey in November 2011, and will follow up at near-annual intervals to assess impacts in municipalities where RAMP UP North is working. Midline and Endline survey dates will be determined based on the program end date.

### Field Missions

Field Missions are undertaken to provide contextual information, as well as quality assurance/quality control. On infrastructure projects, engineers assess construction quality and project progress. For non-infrastructure, overall quality, transparency and effectiveness are assessed. All field missions are conducted to inform managers of potential areas of improvement. All missions also review environmental compliance with USAID, and ensure that GPS points / grid points for projects are captured.

## Progress by Indicator

RAMP UP North's primary objective is to create an effective, responsive, democratic, transparent, accountable and gender sensitive municipal governance. This objective feeds into the USAID | Afghanistan Assistance Objective 1: Improved Performance and Accountability of Governance. The program accomplishes this objective by (a) Increased Capacity of GIROA Municipal Institutions; (b) Improved Delivery of Municipal Services to Citizens in Targeted Municipalities; and (c) Increased Municipal Capacity to Enable, Support, and Sustain Economic Growth.

The three annual indicators that RAMP UP North has selected to measure overall impact are not included in this quarterly report, as baseline data for those indicators was collected in July 2011. The next round of data collection will take place in November 2012, to allow for the completion of the Year 1 work plan activities.

The following Performance Indicator Table (PIT) presents a detailed review of each RAMP UP North indicator and its achievements to date, disaggregated as per the Performance Management Plan (PMP). It illustrates progress against quarterly program indicators during the reporting period.

**Performance Indicator Table (PIT)**

Indicator	Baseline	Target FY12	Oct – Dec 2011	Jan – Mar 2012	Apr – Jun 2012	July- Sep 2012
<b>PROGRAM OBJECTIVE</b>						
<b>PO1:</b> % of municipalities with functioning accounting systems	46%	+10%				
<b>PO2:</b> % of civil society and business representatives who rate the performance of the municipal government in communicating with them as acceptable or better	51.20%	+10%				
<b>PO3:</b> % of civil society and business representative who rate the performance of the municipal government in including them in decision-making as acceptable or better	35.6%	+10%				
<b>CLIN 1 / IR 1: INCREASED CAPACITY OF GIROA MUNICIPAL INSTITUTIONS</b>						
<b>1.1:</b> # of municipalities with functioning accounting systems	0	5	0	0	0	4
<b>1.2:</b> # of budget meetings (hearings) organized with RU-N assistance	0	18	NA	9	NA	NA
<b>1.3:</b> # of local mechanisms supported with RU-N assistance for citizens to engage their sub-national government	0	5	5	8	6	4
<b>1.4:</b> # of individuals who received RU-N training, to strengthen local government and/or decentralization	0	90	171	162	19	491
<b>CLIN 2 / IR2: IMPROVED DELIVERY OF MUNICIPAL SERVICES TO CITIZENS IN TARGETED MUNICIPALITIES</b>						
<b>2.1:</b> # of projects completed with community and GIROA involvement	0	30	1	0	7	1
<b>2.2:</b> % of sub-projects implemented that continue to be sustainable 3/6 months after completion	0	50-70%	NA	NA	NA	NA
<b>2.3:</b> % of households with regular access to municipality-provided services improved with RU-N assistance	0	25%	NA	100%	32%	32%
<b>2.4:</b> # of citizens participating in local mechanisms to engage their sub-national government	0	450	NA	1,259	1,867	532
<b>2.5:</b> # of meetings conducted between community councils and governmental entities	0	108	NA	32	32	17
<b>CLIN 3 / IR 3: INCREASED MUNICIPAL CAPACITY TO ENABLE, SUPPORT AND SUSTAIN ECONOMIC GROWTH</b>						
<b>3.1:</b> # of public private partnerships formed as a result of RU-N assistance	0	4	0	0	0	0
<b>3.2:</b> % increase in total revenue generated	NA	15%				
<b>3.3:</b> % of unregistered businesses that register and obtain a license as a result of RU-N support	NA	60%	NA	0	19%	117.5%
<b>REPORTING INDICATORS / FAF STRATEGIC GOAL NUMBER 2: GOVERNING JUSTLY AND DEMOCRATICALLY</b>						
<b>RI1:</b> # of government officials receiving RU-N-supported anti-corruption training	0	36	14	22	6	357
<b>RI2:</b> # of sub-national government entities receiving RU-N assistance to improve their performance	0	9	9	9	9	9
<b>RI3:</b> # of sub-national governments receiving RU-N assistance to increase their annual own-source revenues	0	9	9	9	9	9
<b>RI4:</b> # of mechanisms for external oversight of public resource use support	0	9	2	3	2	13

## Indicator Overview

Following is an overview of RAMP UP North's indicators and additional information / breakdowns where available.

### Intermediate Result (IR) 1:

#### Increased Capacity of GIRoA Municipal Institutions

*IR 1, also referred to as CLIN 1, tracks information on RAMP UP North's activities that directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. Based on an empirical understanding of the skills, capabilities, and knowledge of municipal staff, RAMP UP North provides a combination of on-the-job mentorship, training, and advising to enable more visible, responsive, and accountable governance at the municipal level.*

#### Indicator 1.1: # of municipalities with functioning accounting systems

*A functioning accounting system, as measured by Indicator 1.1, is defined as a method of transparently, consistently, and verifiably recording the collection and use or disposition of financial resources. RAMP UP North has developed a system to measure this indicator, which is an assessment of ten accounting practices that would be required to fulfill government requirements for municipalities. The practices include:*

- 1. Revenues are recorded daily in a Revenue Ledger;*
- 2. Expenditures are recorded daily in an Expense Ledger;*
- 3. Bank statements are reconciled with the Revenue Ledger at least quarterly;*
- 4. Bank statements are reconciled with the Expense Ledger at least quarterly;*
- 5. Expenditures are tracked and reported at least quarterly in relation to approved budget amounts – i.e. actual expenditures compared to budgeted expenditures;*
- 6. Revenues are tracked and reported at least quarterly in relation to approved budget amounts – i.e. actual revenues compared to projected revenues;*
- 7. An organized filing system exists for financial and budgetary information, records, and reports;*
- 8. Municipality uses the required Municipal Chart of Accounts;*
- 9. An inventory of assets (land, buildings and structures, FFE [Furniture, Fixtures & Equipment], and motorized vehicles and equipment) is maintained and updated on an annual basis; and*
- 10. Required quarterly and annual financial and budgetary reports are submitted to IDLG/GDMA on a regular and timely basis.*

All ten requirements must be met in order for a municipality to be classified as having a functional accounting system. RAMP UP North advisors conducted the initial survey in July and found that four of the nine municipalities had functional accounting systems. A critical review of the survey and methodology by the Technical Program Team brought the results into question. Future surveys will include a survey team including a member of staff from the RAMP UP North Regional Office in Mazar-e-Sharif, to ensure that undue pressure is not placed on RAMP UP North advisors who are carrying out the survey.

Municipality	Score (1-10)	Functional Accounting System?
Aybak	10	Yes
Faizabad	5	No
Kunduz	7	No
Maymana	10	Yes
Mazar-e-Sharif	7	No
Pul-e-Khumri	9	No
Sar-e-Pul	10	Yes
Sheberghan	10	Yes
Taloqan	9	No

#### Indicator 1.2: # of budget meetings (hearings) organized with RU-N assistance

*Indicator 1.2 is aimed at promoting increased transparency and accountability of municipal officials on budget preparation and implementation. Through public/meetings hearings, citizens will not only offer feedback on planned budget allocations, but they will also be informed of the content of the approved budgets before they are implemented.*

RAMP UP North did not have any activities this quarter to support the municipalities in organizing budget meetings or hearings, as the finalized municipal budgets have been submitted and are still in the approval process with IDLG/GDMA. The program will support municipalities in organizing public hearings when the budgets are approved by GDMA/IDLG and the Ministry of Finance.

### Indicator 1.3: # of local mechanisms supported with RU-N assistance for citizens to engage their sub-national government

This Indicator measures the number of local mechanisms supported with RAMP UP North assistance for citizens to engage their sub-national government to help create more responsive, effective, transparent, accountable, and gender-sensitive municipal governance and, thereby, increase the level of good governance in RAMP UP North supported municipalities.

RAMP UP North has identified the following eight mechanisms, to be supported through its programming: 1) citizen forums (via the Service Delivery Advisory Group, the Economic Development Advisory Group, Project Beneficiary Groups and *Kalantar* meetings), 2) *jirgas*/hearings, 3) opening/closing ceremonies, 4) media and public outreach training, 5) newsletter, 6) website, 7) report cards 8) other.

The following four engagement mechanisms were used during this quarter:

Municipality	Citizen Forums	Opening/ Closing Ceremonies	Website	Report Cards	Total Instances
Aybak	1	1	-	1	3
Faizabad	2	1	-	-	4
Kunduz	1	1	1	1	4
Maymana	1	1	-	2	4
Mazar-e-Sharif	3	-	-	-	3
Pul-e-Khumri	2	-	2	-	4
Sar-e-Pul	3	4	-	1	8
Sheberghan	1	1	-	1	3
Taloqan	3	2	-	1	6
<b>TOTALS</b>	<b>17</b>	<b>11</b>	<b>3</b>	<b>7</b>	<b>38</b>

### Indicator 1.4: # of individuals who received RU-N training to strengthen local government and/or decentralization

Capacity building is being provided through functional training related to the service delivery projects followed by regional training workshops and on-going technical assistance. (See "Programming Activities / Capacity Building" narrative starting on page 12.) Training focus on the retention of knowledge obtained which leads to an increased capacity level of municipal officials to manage their resources and provide quality services.

The tables below provide detailed numbers of male/female municipal officials and citizens who attended the training sessions during the quarter.

	Aybak		Faizabad		Kunduz		Maymana		Mazar-e-Sharif		Pul-e-Khumri		Sar-e-Pul		Sheberghan		Taloqan		TOTAL	
Training Type	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Procurement	14	-	3	-	3	-	2	-	3	-	3	-	6	-	7	-	7	-	48	-
Budget Preparation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Business Registration/ Licensing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fraud Awareness	27	-	19	-	45	3	16	4	49	11	51	-	19	-	31	2	34	-	291	20
Gender Mainstreaming	-	-	-	-	-	-	19	4	22	13	-	-	-	-	-	-	-	-	41	17
<b>TOTAL</b>	<b>41</b>	<b>-</b>	<b>22</b>	<b>-</b>	<b>48</b>	<b>3</b>	<b>37</b>	<b>8</b>	<b>74</b>	<b>24</b>	<b>54</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>38</b>	<b>2</b>	<b>41</b>	<b>-</b>	<b>380</b>	<b>37</b>



## Intermediate Result (IR) 2:

### Support to GIRoA to provide responsive, effective, and visible municipal service delivery

IR 2, also referred to as CLIN 2, reports measured results of RAMP UP North's performance in supporting the GIRoA in providing responsive, effective, and visible municipal service delivery programs: Activities carried out under CLIN 2 support municipalities in delivering visible, tangible, and desirable services to citizens in the form of Service Delivery Improvement Projects (SDIPs). These projects simultaneously fill two purposes: (1) they provide citizens with marked improvements in daily life, helping them gain satisfaction with and confidence in their municipal government; and (2) in executing projects hand-in-hand with municipal officials, RAMP UP North builds capacity with a clear learning-by-doing approach, solidifying the GIRoA's capacity to sustainably deliver services to citizens in the long-term.

#### Indicator 2.1: # of projects completed with community and GIRoA involvement

Active cooperation between GIRoA and the communities they serve will help to better meet the needs of constituents through fostering constructive dialogue and engaging in joint implementation and project evaluation. As measured by Indicator 2.1, RAMP UP North strives to ensure that all projects are completed with both community and municipal involvement. Projects are reported as completed when the municipality has signed off on the completion of the project, either through the substantial completion certificate or the completion of all contract works by the contractor. This indicator is reported quarterly.

The final Round One project was completed this quarter, bringing the total to nine. For further details on project status, see Project Status table on pages 10-11.

#### Indicator 2.2: # of sub-projects implemented that continue to be sustainable 3/6 months after completion

Indicator 2.2 refers to projects implemented with community and GIRoA involvement that are sustained by the municipality. This means that the municipality has the resources (human and financial) to provide the same level of service as provided under RAMP UP North funding.

This quarter, no project was assessed for sustainability. A survey methodology and survey tools were developed and surveys for eight complete projects were scheduled for early October 2012. The Aybak Central Park improvement project has been sustained for three months (January – March 2012) by the municipality without RAMP UP North funding. The Municipality is using funds allocated for cleaning and greening in their annual budget to maintain the park. This means that RAMP UP North has met indicator 2.2 at 100%

#### Indicator 2.3: % of households with regular access to municipality-provided services where services improved with RU-N assistance

Indicator 2.3 measures the percentage of households in an entire municipality that receive access to improved services with RAMP UP North assistance. The indicator is measured by data collected for each sustainable service delivery improvement project after completion of the project.

This quarter, one more RAMP UP North project reached completion, and municipal households have now gained access to the improved services provided by the project. Indicator 2.3 is an annual indicator and is scheduled to be reported upon in the FY11 Q3 and FY12 Q2 reports.

#### Indicator 2.4: # of citizens participating in local mechanisms to engage their sub-national government

Mechanisms included for this indicator are as follows: *jirgas*, community councils, hearings, open meetings, websites, report cards, and citizen review boards. The table below presents a breakdown of the participants by gender and municipality. Because of such a large number of citizens participating, there is a possibility of double-counting.

Municipality	Community Councils		Websites		Report cards		Citizen Review Boards		TOTAL	
	M	F	M	F	M	F	M	F	M	F
Aybak	8	4	-	-	33	17	-	-	41	21
Faizabad	28	4	-	-			-	-	28	4
Kunduz	9	-	-	1	25	25	-	-	34	26
Maymana	10	4	-	-	56	34	-	-	66	38
Mazar-e-Sharif	36	1	-	-			-	-	36	1
Pul-e-Khumri	18	5	2	-			-	-	20	5
Sar-e-Pul	11	3	-	-	1	49	14	-	26	52
Sheberghan	11	1	-	-	15	35				
Taloqan	14	2	-	-	25	25	6	-	45	27
<b>TOTAL</b>	<b>145</b>	<b>24</b>	<b>2</b>	<b>1</b>	<b>155</b>	<b>185</b>	<b>20</b>	<b>0</b>	<b>322</b>	<b>210</b>

**Indicator 2.5: # of meetings conducted between community councils and governmental entities**

Community councils refer to groups representing the citizens. For RAMP UP North, they may include SDAGs, EDAGs, Project Beneficiary Groups Meetings (kalanter), Gender Associations, Market Associations and Other Meetings (Municipal Law Consultations etc.).

The table below shows program achievements this quarter, disaggregated by municipality and council type.

Municipality	SDAG Meetings	Kalanter Meetings	Total Meetings
Aybak	1	-	1
Faizabad	2	-	2
Kunduz	1	-	1
Maymana	1	-	1
Mazar-e-Sharif	3	-	3
Pul-e-Khumri	2	-	2
Sar-e-Pul	1	2	3
Sheberghan	1	-	1
Taloqan	2	1	3
Total	14	3	17

**Intermediate Result (IR) 3:****Support to GIRoA to improve economic development and revenue generation at municipal level**

IR 3 tracks results of RAMP UP North activities under CLIN 3. These activities include support the growth of local economic development and strengthening of revenue generation, and thereby the municipality's ability to finance its service offerings and operating costs. As RAMP UP North activities under CLIN 1 and 2 strengthen municipal capacity and service delivery, activities under CLIN 3 use the capacity and service improvements to facilitate business growth and job creation.

**Indicator 3.1: # of public-private partnerships formed as a result of RU-N assistance**

Public-Private Partnerships (PPPs) in target municipalities offer numerous potential benefits to municipalities and residents alike and are a required revenue enhancement activity for RAMP UP North. Indicator 3.1 measures the number of PPPs established in each municipality each quarter.

No PPPs were established during the last quarter, but the project has identified a number of possible PPPs in the second round of sub-projects, including PPP arrangements for the management of public latrines in Aybak, Faizabad, Maymana and Sar-e-Pul.

**Indicator 3.2: % increase in municipal revenue generated**

Since municipalities in Afghanistan currently do not receive financial transfers from central government, own-source revenues must sustain municipal budgets and will be used to pay for municipal services. Although indicator 3.3 is a standardized, global USAID/Foreign Assistance Framework (FAF) indicator, it is particularly prescient for RAMP UP North as any increases in own-source revenues (3.4) can demonstrate two important developments: first, depending on the source, increases in revenues may indicate either an improved willingness by citizens to pay for services and/or an improvement in the municipalities' abilities to collect them; and second, increased revenues, depending on the source, can demonstrate an improved capacity to continuously generate revenues over time, increasing the sustainability of municipality's ability to serve its citizens in the long term.

This is an annual indicator and as such will be reported upon in each Annual Report.

**Indicator 3.3: % of unregistered businesses that register and obtain licenses as a result of RU-N support**

RAMP UP North surveyed businesses in five municipalities where a business registration program had not yet been implemented by UNDP. Thus, RAMP UP North advisors trained survey and data entry staff to assist unregistered businesses in filling out the paper registration form and to enter data from the forms into a municipal database. The database automatically issued tariffs, which were then distributed back to business owners. The business owners were instructed to take the tariff form to the bank and pay the municipality's account directly. Once the business owner obtained their receipt from the bank, they were able to request a printed business license from the municipality.

The table titled Business Registration and Licensing (see page 12) shows the calculation of the number of businesses registered by the RAMP UP North teams, that have received tax bills, paid their registration fee at the bank and had their license issued by the Municipality. As businesses have started after RAMP UP North conducted the business survey, the baseline for unregistered businesses may, in some cases, be smaller than the number of licenses issued.

All Municipalities pursuing public awareness campaigns in order to not only encourage existing businesses to pay their taxes and receive their license, but also to get new businesses to register of their own accord. Surveying municipalities for new businesses is a lengthy one, thus municipalities plan to survey their communities tri-annually for new businesses.

## Reporting Indicator Progress

RAMP UP North places a strong emphasis on the probity and integrity of government functions. The following Reporting Indicators are based on the USAID Foreign Assistance Framework (FAF) functional objective, "Governing Justly and Democratically" and the FAF program element, "Good Governance".

### Reporting Indicator 1: # of government officials receiving RU-N-supported anti-corruption training

This indicator refers to persons employed by the GIRoA. Training refers to all training or educational events whether short-term or long-term, in-country or abroad, where anti-corruption modules are included.

Municipality	Bid Openings / Pre-Construction Meetings		Fraud Awareness Training	
	Male	Female	Male	Female
Mazar-e-Sharif	3	-	49	11
Faizabad	3	-	18	-
Pul-e-Khumri	3	-	50	-
Kunduz	3	-	45	3
Taloqan	7	-	34	-
Sar-e-Pul	6	-	19	-
Sheberghan	7	-	31	2
Maymana	2	-	16	4
Aybak	14	-	27	-
Total	48	0	289	20

### Reporting Indicator 2: # of sub-national government entities receiving RU-N assistance to improve their performance

All nine northern municipalities are receiving RAMP UP North assistance to improve their performance in such areas as project management, budget preparation, accounting, and revenue generation.

### Reporting Indicator 3: # of sub-national governments receiving RU-N assistance to increase their annual own-source revenue

RAMP UP North supports all nine northern municipalities in raising their annual own-source revenue. This has mainly been done through *safayi* tax collection and business tax collection.

### Reporting Indicator 4: # of mechanisms for external oversight of public resource use support

Reporting Indicator 4 measures the number of local mechanisms supported, which provide external oversight of public resource use that RAMP UP North supports through its programming activities.

RAMP UP North has currently identified the following four mechanisms to be supported through its programming: Citizen Forums (via the Service Delivery Advisory Group, Economic Development Advisory Group, and project-based beneficiary groups), and budget meetings/hearings. Within the reporting period, only one mechanism was used as shown in below table.

Municipality	Service Delivery Advisory Group (Citizen Review Board)
Aybak	1
Faizabad	2
Kunduz	1
Maymana	1
Mazar-e-Sharif	3
Pul-e-Khumri	2
Sar-e-Pul	1
Sheberghan	1
Taloqan	1
TOTAL	13

## Success Stories

The following success stories were submitted to USAID during the quarter.



**USAID**  
FROM THE AMERICAN PEOPLE

**AFGHANISTAN**

USAID 50 ANNIVERSARY

## SNAPSHOT Maymana Women Lobby for Local Park

**Citizen advisory groups are a forum for women to have their voices heard on municipal priorities.**



Photo:

*Citizen representatives, including local women's leaders, participate in the final inspection for the USAID-funded renovations made to the Women's Park in Maymana on August 7, 2012.*

*Local women's groups have strongly supported the selection of the Women's Park as a municipal project for USAID support, recognizing the need for public spaces for women to socialize.*

### Telling Our Story

U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://stories.usaid.gov>

Women leaders in the city of Maymana in Faryab Province have successfully lobbied their municipal government to rehabilitate a local women's park. As a result of their efforts, on July 8, 2012, construction on a Women's Park selected by the Maymana Municipality and supported by USAID reached substantial completion and was handed over the municipality for public use.

Local women's groups strongly supported the selection of this project, recognizing a key lack of public space for women in the city. Many years ago, women had used a park area in the center of the city, but it fell into disrepair as many women stopped visiting due to safety concerns. With an improved environment in the city, however, many women now want a usable public space again.

"Women don't have many places to socialize," said Ms. Sharifa Azimi, the Director for the Faryab Women's Affairs Department. "The only place for women to socialize is when some women gather in the cemeteries on Wednesdays to pray," she added.

Ms. Azimi and other local women leaders took action to address this public need by suggesting the renovation of a women's park during a Service Delivery Advisory Group (SDAG) meeting, which is a citizen advisory forum organized by the Maymana Municipality to discuss priorities for projects that could receive support from the USAID- financed program RAMP UP North.

"I fought strongly for the renovation of this park, even though some participants wanted other projects," said Ms. Farukhlega, a member of the SDAG and the Faryab Women's Leadership Committee. "The best thing about this park is that it can be a place for women to gather during market days, which are held twice a week," she said.

The Maymana Municipality also responded to the women's request during the SDAG meeting by supporting the Women's Park construction and also committing funds from their annual development budget to fund a boundary wall for the park.

"These park improvements are sustainable because the municipality fund park maintenance from renting small shops that women can use to sell their handicrafts," said Ms. Azimi.

Women's engagement has been a focus of the RAMP UP North program, which works to strengthen the public's relationship with municipalities through improved service delivery and community engagement mechanisms like the SDAG.





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## SNAPSHOT

# USAID Project Inspires City Cleaning Campaign

**Municipal officials in the city of Taloqan organized and funded a three-day cleaning campaign of the city's business areas.**



Photo:

Citizens join in municipal efforts to clean the city of Taloqan on August 27, 2012.

*"The Mayor himself was collecting trash bags and loading them into trucks, and when local shopkeepers and residents saw this, everyone came to help out,"*

- Mr. Atiqullah, the Director of Mehr TV in Taloqan

### Telling Our Story

U.S. Agency for International Development  
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Municipal officials in Taloqan have enthusiastically embraced the responsibility to keep their city clean, following a trash collection project supported by USAID. For three days starting on August 27, 2012, the municipality funded and organized a cleaning campaign for the city's market and business areas, and mobilized over 300 citizens, civil society members, and business owners to join in.

The Administrative Manager of the Taloqan Municipality, Sultan Ghawsi, said that the campaign was inspired by the door-to-door trash collection project that was selected by the municipality and funded by USAID through the RAMP UP North program. The project provided equipment and three months of seed funding for the municipal service, and then handed over activities to municipal control in May 2012. "The trash collection project has cleaned up the residential areas, and we decided to also clean up the business areas and markets following Ramadan and the Eid celebrations," said Mr. Ghawsi.

RAMP UP North advisors, who have worked to build municipal capacity on trash collection activities, also supported the coordination of this campaign. "We had great participation from civil society leaders, and even local TV stations contributed by airing announcements and providing trucks to carry banners and advertisements," said Farid Nikpor, a RAMP UP North advisor embedded with the Taloqan Municipality.

Mr. Atiqullah, the Director of the local Mehr TV station, said that the TV journalists were doing more than just announce the effort, but also helped in the actual cleaning. "We wanted to raise awareness about the importance of a clean city. The Mayor himself was collecting trash bags and loading them into trucks, and when local shopkeepers and residents saw this, everyone came to help out," said the Director.

"This event will help teach people that it is not just the municipality's responsibility to keep the city clean, but the people's responsibility as well," said Khal Mohammad, a member of the Service Delivery Advisory Group that collaborates with the municipality on the design and implementation of USAID-funded municipal projects. "The trash collection project was only three months long, but that was enough to teach people how to manage their trash and to establish a trash collection system. Because of that project, the municipality is still providing trash collection services and now my neighborhood looks a lot cleaner," said Mr. Mohammad.